



## **State Service and Sustainability Plan**

### **November 1, 2009**

A partnership of the Arizona Governor's Commission  
on Service and Volunteerism, Corporation for National  
and Community Service Arizona Field Office  
and the Arizona Department of Education

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The Governor's Commission on Service and Volunteerism (the Commission) in the Governor's Division for Community and Youth Development, in the Governor's Office of Children, Youth and Families, in the Office of Governor Janice K. Brewer is pleased to present this 2010-2012 State Service Plan to the Corporation for National and Community Service. This plan establishes strategic and program goals for 2010 through 2012, and establishes an implementation framework for the new Edward M. Kennedy Serve America Act.

This plan adopts new program goals and service strategies for the Commission and developed in 2008 and 2009 as part of an open and public process for development of the plan that include a regional national service forums in 2008 (Flagstaff, Phoenix and Tucson), statewide, on-line survey to establish national and state funding priorities, and included meetings and brainstorming sessions with Learn and Serve program leadership, the Arizona Senior Corps Association, Arizona Governor's Advisory Council on Aging, the Arizona Association of Regional Councils of Government, AmeriCorps\*State program leadership, statewide conference-call listening sessions, and in meetings and conversations with the Arizona State Office of the Corporation and Community Service (State Office) and the Arizona Department of Education Learn and Serve Arizona (Learn and Serve). Results of rankings of national and state priorities were discussed and approved by the Commission in a regular quarterly meeting held on October 15, 2009.

Arizona's Ranking of National Priorities (in order of importance): 1) Education -- Unmet educational needs within communities especially focusing on those that help children and youth achieve success in school and prevent them from dropping out before high school graduation; 2) Opportunity – Unmet needs relating to economic opportunity for economically disadvantaged individuals within communities including financial literacy, housing assistance, job training and workforce readiness, and nutritional assistance; 3) Healthy Futures -- Unmet health needs within communities including access to health care, disease, prevention and health promotion initiatives; 4) Clean Energy/Environment – Unmet energy-efficiency and environmental needs in communities; and 5) Veterans -- Unmet needs of veterans, active duty members of the Armed Forces, and families of deployed military personnel.

Arizona Ranking of State Priorities (In order of importance): 1) Youth Development -- Actively promote positive and effective youth development practices that helps Arizona meet real needs

and solve real problems; 2) Promotion of Service and Volunteerism Statewide -- Build alliances and partnerships to promote service and volunteerism as a strategy to help solve important community problems for Arizona; 3) Rural Programming -- Equitable distribution of AmeriCorps resources across our state, including rural lands and communities in Arizona, and 4) Diversity and Inclusion -- Intentional efforts to include people of all ages, backgrounds and abilities in national service and volunteer efforts in Arizona.

## OUTREACH

The approach the Commission will utilize for outreach to community and faith-based organizations and intermediaries will include partnering and/or convening regional outreach meetings that will seek to include: 1) Organizations that serve people with disabilities; 2) Community and faith-based organizations, 3) Arizona's key decision-makers and gatekeepers; 4) Municipalities that participate in Youth Leadership Day; 5) Mentoring organizations; 6) Individuals and organizations that participate in the Governor's Volunteer Service Awards; 7) Educational Institutions -- Focused on academic improvement and high school completion; 8) Organizations that support Clean Energy/Environment initiatives; 9) Health Care organizations, including community health centers; 10) Organizations that serve Veterans; 11) Organizations that support economically disadvantaged individuals (financial literacy, housing assistance, job training and workforce readiness; 12) Youth Development organizations; 13) Organizations that serve Arizonans age 55 years and older; 14) Community and faith-based organizations and networks; 15) State agencies; 16) Regional Councils of Government (county and local); and 17) Tribal governments.

Additionally, when funding opportunities become available in response to CNCS NOFOs, the Commission's Notice of Intent to Offer A Solicitation will be automatically distributed through the Arizona State Procurement system, reaching thousands of registered vendors.

## PROGRAM FOCUS AREA

As identified in the 2008 Regional National Service Forums and reinforced through public input in 2009, the primary program focus areas for 2010 are: 1) Branding, Marketing, Visibility; 2) Leveraging Streams of Service, Collaboration; and 3) Creating a Pipeline of Service.

In addition, three common themes also emerged as priorities, including: 1) National Service Awareness – Expanding awareness on the impact of national service and volunteerism with

legislators (local, state and national), key stakeholders, recipients of service, and communities; 2) Inclusion – continue to successfully recruit, accommodate and support people with disabilities in national service programs and in general community volunteerism efforts; and 3) Youth Development – Expand and further integrate the emphasis of authentic youth development (including engagement and voice) in national service programming.

Additional outreach and listening sessions will be conducted in 2010 for the purpose of seeking further adjustments and refinements to program focus areas and special initiatives.

## NATIONAL SERVICE CROSS STREAM PRIORITIES AND INITIATIVES

Linkages between the Commission and all national service programs, with an emphasis on linkages to Senior Corps and Learn and Serve programs, will be further explored, strengthened, and will include ongoing, collaborative, cross stream, planning efforts at the state level which may include affinity groups, focus groups and/or working groups.

The following programmatic areas will be addressed in Arizona through cross-stream collaborative efforts by the Commission, State Office and the ADE, as well as AmeriCorps\*State, AmeriCorps National Direct, AmeriCorps Tribal, AmeriCorps\*VISTA, Senior Corps and K-12 Learn and Serve programs.

Disability Inclusion in national service and volunteerism – Continue to successfully recruit, accommodate and support people with disabilities across all streams of national service and in general community volunteerism efforts, including: 1) Continue to convene and implement the strategic plan of the Arizona National Service Inclusion Work Team; 2) Develop and deliver messaging for AmeriCorps National, Senior Corps and Learn and Serve Arizona regarding placement and support resources available through the Inclusion Team and Commission, 3) Continue to elevate inclusion through implementing a Common Performance Measure for AmeriCorps\*State programs; and 4) Include Inclusion as a standing agenda item on Commission meeting agendas, National Service Program Staff Training agendas, and the annual state conference on national and community service. State Office; 1) Continue to participate in activities of the work team, as appropriate and continue to explore additional avenues for supporting work team success, and 2) Leverage VISTA resources when available, as appropriate. Learn and Serve: 1) Continue to participate in activities of the work team, as

appropriate and continue to explore additional avenues to elevate the inclusion in Learn and Serve programs and for supporting work team success; 2) Supply sub-grantees with the appropriate contact/information for utilizing services available to them through the Inclusion Work Team; 3) Keep sub-grantees informed of the Inclusion Work Team's efforts and progress; and 4) Invite people with disabilities to Learn and Serve events to educate teachers and students whenever possible.

Cross Stream Involvement/Planning – The Commission, State Office and Learn and Serve Arizona will schedule regular meetings for the following purposes: 1) Understand funding cycles; 2) Ensure national and state funding priorities are being addressed; 3) Cross stream strategic planning; 4) Involve Commission, State Office and Learn and Serve in respective funding and/or program placement processes; 5) Develop a Google group to promote all streams of service; 6) Develop a shared calendar; 7) Develop a structure to promote better networking, project engagement and sharing of training resources at the local level; 8) Foster meaningful connections between national service programs at the local level; and 9) Explore the feasibility of a statewide conference for all Arizona national service programs for 2011. State Office will actively support cross stream efforts. Actively support cross stream efforts. Learn and Serve will: 1) Seek input from commission and state office when designing RFP and scoring competitive applications for next funding cycle; 2) Continue to foster connections locally; and 3) Take the lead in the exploration and organization of a statewide service learning conference.

National Service Awareness – Expand awareness of the impact of national service and volunteerism with legislators (local, state and national), key stakeholders, recipients of service, and communities, including: 1) Refine, publish and distribute the Arizona National Service Civic Engagement curriculum to Arizona national service programs and monitor the voluntary implementation of the program; and 2) Publish the 2010 Arizona National Service Program Profiles and distribute to state and community leadership. State Office: 1) Encourage Senior Corps and VISTA grantees to regularly communicate program accomplishments with local leaders; and 2) Assure that Senior Corps and VISTA grantees maintain current public profile information to contribute to the 2010 Arizona National Service Program profiles. Learn and Serve: 1) Encourage Learn and Serve Arizona programs to regularly communicate program accomplishments with local leaders; and 2) Assure that Learn and Serve programs maintain

current public profile information to contribute to the 2010 Arizona National Service Program profiles.

National Service Program Staff Trainings – Professional and skill development trainings will be held quarterly for AmeriCorps\*State program leadership and will also be opened to National Direct, Tribal, VISTA, Senior Corps and Learn and Serve programs on at least a regional basis. National and other state level providers will be enlisted to meet clear and specific skill building and professional development needs, including: 1) Branding, Marketing, Visibility; 2) Leveraging Streams of Service and Collaboration; 3) Creating a pipeline of service; and 4) Professional Development/Skill Building topics identified as high priority though needs and risk assessment, including but not limited to: a) fiscal management and organizational capacity; b) volunteer management and leveraging; 3) sustainability; and, 4) member/volunteer recruitment/management/support. Additionally, thus far this fall, the Arizona AmeriCorps Survey Monkey-based Needs Assessment was retooled to also include Senior Corps and Learn and Serve Arizona programs. Of the 28 national service programs that have responded thus far, the high priority training topics include: a) Governing/Advisory board composition is representative of the community; b) Governing/Advisory board understands all streams of national service; c) Governing/Advisory board seeks regular input and provides regular feedback; d) Provides training to staff and members/volunteers/students regarding the importance of also branding program activities as national service; and e) disability sensitivity training for staff and members/volunteers/students. State Office: At least regionally, plan to include Senior Corps Directors and VISTA project leaders in up to three one-day professional development/skill building trainings. Learn and Serve: 1) At least regionally, plan to include Learn and Serve project directors/staff in up to three one-day professional development/skill building trainings; 2) Include all national service logos on marketing material and include national service program info on website. Order MLK shirts together and include ALL AZ National service logos on the t-shirts; 3) Participate in as many events as possible; 3) Continue efforts to include other national service programs in L&S trainings and conferences; 5) Otherwise support the commission's effort, as needed.

The Commission will seek to engage the services of national providers, which may include the National Service Inclusion Project, Walker and Company, NWREL, Public Allies, Temple University, Public Private Ventures and Campaign Consultation, Inc. In addition, the

Commission will also seek to engage the services of state level training providers, including, but not limited to the Volunteer Center of Southern Arizona, Hands On Greater Phoenix, Arizona Department of Education and the Northern Arizona University/Institute for Human Development, Northern Arizona University's Center for United We Serve -- The Commission will promote meaningful ways to engage Arizona's communities in service and volunteerism in support of the President's initiative: 1) Promote the engagement of national service programs and Arizona communities in volunteer service through an emphasis on MLK Day and Patriot's Day, and 2) Promote the use of resources available through the serve.gov website to national service programs and to Arizona communities. The State Office and Learn and Serve will encourage and promote connections with the campaign and its resources. The State Office and Learn and Serve will assist in the promotion of the events through providing linkages to community partners and with those with histories of conducting outreach sessions in the targeted areas. Additionally Learn and Serve will Include resource on website, in newsletters (launching 2010), and trainings (including webinars; launching 2010).

## STATE BASED PRIORITIES

State Plan/United We Serve/National Service Outreach – Collaborate with existing community meetings and/or convene a series of community meetings for the purpose of seeking input and refinement for Arizona's State Plan, recruitment for organizational sponsors of national service programs, promote United We Serve, and promote service and volunteer strategies to address important community problems: 1) Collaborate with partner agencies and/or convene outreach meetings in Phoenix, Tucson, Flagstaff, Nogales, Sierra Vista, Tuba City, Yuma, Lake Havasu City, Casa Grande, and Show Low, and 2) The goal and emphasis for outreach will include organizations aligned with new national priorities, Arizona priorities and organizations that serve people with disabilities. State Office and Learn and Serve will assist in the promotion of the event, as appropriate, and will provide linkages to community partners with histories of conducting outreach sessions in the targeted areas.

Youth Development Emphasis – Expand and further integrate the emphasis of authentic youth development in national service programming, including, but not limited to Caring Adults and Youth Engagement components of The Five Keys to Youth Success: Unlocking the Door to Arizona's Future: 1) Integrate the Governor's Youth Development Task Force into the Commission; 2) Integrate Adult and Youth Engagement Keys of the Arizona Statewide Youth

Development plan directly into the work of the Commission. 3) Continue to elevate positive youth development practice through implementing a Common Performance Measure for AmeriCorps\*State Programs. The State Office will support the effort as appropriate. Learn and Serve will: 1) Support the integration and possible redesign (as appropriate) to ensure the work being done is relevant and valuable to youth being served; 2) Seek Commission support for youth events hosted through Learn and Serve, Governor's Youth Commission and other youth development organizations; 3) Assist in the development of appropriate youth development performance measures for AmeriCorps\*State and Learn and Serve programs and applications.

Arizona LeaderCorps – Promote, develop and challenge AmeriCorps\*State, VISTA, National and Tribal members to serve as ambassadors of service; foster collaboration among National Service program and provide a platform for youth development focused platform for advanced leadership and communication member development activities: 1) Lead the planning, development and implementation of regional cross-stream activities for AmeriCorps Week; 2) Support the organization and building of AmeriCorps Alumni chapters; 3) Lead the planning and execution of the Governor's Annual National and Community Service Conference; 4) Find meaningful ways to engage Commissioners as trainers/presenters/ supporters; 5) Make available to LeaderCorps members small grants to support AmeriCorps Week cross stream activities at the local level. State Office: 1) Will encourage the Senior Corps grantees to promote the awareness of and involvement in LeaderCorps as an option for Senior Corps volunteers, as appropriate; 2) Encourage and support the participation of VISTA members in LeaderCorps, as appropriate; and 3) Participate in and support the coordination of AmeriCorps Week activities. Learn and Serve: 1) Seek to establish mentor/partner relationships between members of LeaderCorps and youth involved in Learn and Serve programs; 2) Participate in and support the coordination of AmeriCorps Week activities, including classroom presentations made by LeaderCorps and other AmeriCorps members; 3) Provide schools with list of AmeriCorps members willing to do site visits to Learn and Serve Classrooms; and 4) Assist in development of a Service Learning track at the Governor's conference.

Governor's 16th Annual National and Community Service Conference – Continue with the Commission's long-standing tradition of hosting the Governor's Annual National and Community



Service Conference to be attended by AmeriCorps\*State, National Direct and Tribal programs, and the Governor's Youth Commission. At a minimum, goals will include: 1) Provide national service members a forum at which they can receive leadership development training, network with other national service participants and develop skills by participating in breakout sessions; 2) Feature national and local speakers; 3) Engage participants in service projects throughout the Flagstaff community; and 4) Connect with and involve the local Senior Corps volunteers, VISTA members and the community of people with disabilities in service project activities. State Office: 1) Encourage area Senior Corps volunteers to participate in age appropriate community service projects; 3) Encourage area VISTA members to participate in community service projects. Learn and Serve will: 1) Include a prong of professional development break-out session programming for Learn and Serve Arizona project directors; 2) Support efforts to bring speakers to the conference; and 3) Participate in service projects with Learn and Serve teachers and students as appropriate.

Governor's Mentoring Initiative/Mentoring Month – Find meaningful ways to engage more Arizonans in mentoring Arizona youth: 1) Hold at least one regional Mentoring Month activity in the Phoenix area that will serve as a celebration of mentoring; 2) Encourage mentoring among state employees, and 3) Publish an eNewsletter for state employees to encourage and promote volunteerism and mentoring. State Office will support as appropriate. Learn and Serve will: Learn and Serve Director and Phoenix area programs will participate in Phoenix mentoring activities; 2) Educate Arizona Department of Education (ADE) employee on the program, as permitted; and 3) Send eNewsletter out to ADE ,as permitted.

Engagement of State Employees – Find meaningful ways to engage more of Arizona's 36,000 state employees in service and volunteer activities: 1) Seek to build partnerships with state agencies to renew an ethic of volunteerism among state employees; and 2) Publish an eNewsletter for state employees to encourage and promote volunteerism and mentoring. State Office and Learn and Serve will support as appropriate.

Governor's Volunteer Service Awards – The Commission will host the 9th Annual Governor's Volunteer Service Awards to help foster an ethic of service and volunteerism by working in partnership with public, private, local and statewide organizations to recognize volunteer efforts that strengthen communities and improve quality of life for Arizonans. Categories of awards for

2010 include Lifetime Achievement, National Service, Service Learning, Youth, Youth Group, Outstanding Mentor, Adult, Adult Group, Small Business/Government Agency, Large Business/Government Agency, and Nonprofit/Faith-Based. State Office will promote the awareness of and encourage nominations of Senior Corps and VISTA grantees. Learn and Serve will promote the awareness of and encourage nominations of Learn and Serve programs and practitioners.

Statewide Service Learning Conference -- In cooperation with the leadership of Learn and Serve Arizona and in collaboration with state and community partners, the Commission will explore the feasibility of supporting a statewide service learning conference. State Office will support as appropriate. Learn and Serve will: 1) Convene the conference steering committee; 2) Recruit representation from higher education, Learn and Serve Arizona programs, the Commission, the State Office, and community and faith-based groups; 3) Co sponsor the conference. The Commission, CNCS State Office and the ADE have identified the following as areas in which the CNCS can assist in the success of the state service plan through training and technical assistance, including: 1) Providing clear guidance on CNCS expectations for cross stream collaborative efforts between the Commission, State Office and Learn and Serve programs; 2) Disability inclusion in national service; 3) National service branding; 3) Building networks of AmeriCorps Alumni; 4) Building and marketing for a statewide campaign to promote volunteerism; and 5) AmeriCorps program management specific issues; 6) AmeriCorps/Volunteer program management specific issues.

In support of the administration of the AmeriCorps\*State programs, cross stream national training, events and activities, state-led initiatives, and in support of disability inclusion in national service and volunteerism, the Commission has secured \$159,745 in State of Arizona General Funds for 2010.

Additionally, Prescott College, Grand Canyon University and now Arizona State University matches AmeriCorps Educational Awards. Beyond these efforts, there is no other bi-partisan political support or supportive legislation at the state level.

Additionally, during 2009, the Commission developed a new "partnership" strategy, which has attracted corporate and individual giving and accounts for the remaining in-kind and cash match for which the Commission is responsible.

#### PLAN FOR SERVICE BY ADULTS AGE 55 OR OLDER

In support of the comprehensive and statewide recommendations put forth in Aging 2020: Arizona's Plan for An Aging Population, [www.azgovernor.gov/Aging/Documents/Aging2020Report.pdf](http://www.azgovernor.gov/Aging/Documents/Aging2020Report.pdf) , the Commission will develop specific and strategic recommendations for AmeriCorps (including Encore Service Programs, the transferability of education awards for adults age 55 and older) and other national service opportunities as an important and cost-effective strategy will be recommended and disseminated through the Governor's Advisory Council on Aging and the fifteen State Agencies, three tribal governments, and two community partners represented in the Aging 2020 plan.

Specific recommendations relative to the Aging 2020 Strategic Plan, AmeriCorps and national service will be recommended as a strategy to address the following goals and objectives:

GOAL 1: Make it easier for older Arizonan's to access an integrated array of state and aging services. Objective 1.1: Provide information and promote understanding of options, benefits, and available services through a range of multi-media formats: d) Develop One-Stop Resource Centers across the state to make it easier to access information on a variety of aging-related topics, issues and services; g) Utilize the Universal Trail Assessment Process (UTAP) system to provide information about the actual conditions in outdoor, natural environments; and j) Additional Veterans Benefits Counselors will need to be added. Objective 1.2: Facilitate an interagency approach towards a comprehensive transit system that allows older adults to remain as independent as possible: e) Improve public outreach to the elderly community to ensure inclusion in Context Sensitive Solutions which integrate and balance community, environment and aesthetic values with traditional transportation safety and performance goals.

GOAL 2: Increase awareness and understanding of aging issues and help prepare Arizona for an aging population. Objective 2.1: Provide culturally appropriate information to older adults and their families to promote a broad understanding of issues that arise as we age and how to address them: e) Have agency representatives make personal contact with senior groups to

discuss safety issues, provide information, and supply personal advice; f) Use a combination of agency employees and volunteers/retirees to provide community education services on topics such as predatory lending, life care planning, id theft, etc. Objective 2.3: Educate businesses, providers, and other private entities about the value and needs of senior Arizonans: g) Partner with Commerce, DES, Tourism, and others to promote the value of mature workers. Objective 2.4: Prepare the state workforce to better serve and address the needs of an aging population: o) Ensure the Governor's Re-Entry Task Force specifically addresses the needs of elderly inmates in its pre-release preparation planning and transition-specific programs.

GOAL 3: Increase the ability of older adults to remain active, healthy and living independently in their communities. Objective 3.2: Provide resources and services to promote healthy lifestyles, resulting in compressed morbidity and reduced mortality from preventable and chronic diseases: c) Expand efforts to educate individuals about life care planning options and end-of-life options; d) Conduct prevention efforts aimed at older adults at risk of depression or suicide; f) Initiate and coordinate a statewide falls prevention campaign.

GOAL 4: Increase the safety and well-being of older Arizonans. Objective 4.1: Promote strategies to improve community safety for older adults: a) Involve citizens in traffic safety and crime prevention efforts by providing information; d) Initiate an education campaign to prevent elder abuse and heighten awareness to recognize the signs of elder abuse. Objective 4.2: Strengthen efforts to prevent and respond to reports of elder mistreatment: e) Work to prevent the diverse aging population from becoming victims of civil rights violations, including age discrimination, consumer fraud scams and criminal activity.

GOAL 5: Strengthen Arizona's economy by capitalizing on an integrated and well-trained informal, paraprofessional, and professional workforce. Objective 5.1: Provide support for families in their efforts to care for their loved ones at home and in the community: b) Facilitate and support caregiver education and ongoing access to useful caregiver resources. Objective 5.3: Promote a coordinated workforce development approach between public and private entities to benefit from the capabilities and experience of a mature workforce: c) Increase employment opportunities with a living wage and training opportunities for older Arizonans; d) Welcome older volunteers for one-time projects as well as long-term projects; e) Pay seniors and provide some benefits to work part-time in training positions; f) Develop a skills inventory

and training programs for retirees and potential volunteers to serve as instructors, serve on advisory committees and in public information and data services roles; g) Coordinate with industry constituents to develop a volunteer opportunity database and increase knowledge about jobs and opportunities available to the aging workforce, and to communicate these opportunities to the aging population; i) Identify on-the-job training and apprenticeship programs that may be suitable for veterans seeking employment with the State. The veterans can work for the State while obtaining Montgomery GI Bill educational benefits.

GOAL 6: Enhance the State's capacity to develop and maintain the necessary infrastructure to deliver services in a culturally appropriate, timely and cost effective manner. Objective 6.1: Use regional and technological approaches to improve service delivery, especially to underserved areas: i) Continue to develop, expand and publicize services offered to the general public through statewide satellite offices including use of trained volunteers. Objective 6.2: Develop programs and approaches to close the gaps in the state's current aging services infrastructure and delivery system: c) Establish internal task force to explore new construction/remodeling needs and alternative options based on elderly offender population growth, including lease/purchase of overbuilt or underutilized assisted living and long term care facilities; l) Expand home modification program for seniors throughout the state; p) All design for new Built Environment projects must be Americans with Disabilities Act (ADA) compliant, and eventually, 90% of park facilities should meet at least 75% of state/federal accessibility requirements; q) Update Visitors Centers to meet the needs of the aging population. Objective 8.1: Leverage federal funds and use creative financing strategies to provide the necessary resources to address the needs of a growing aging population: m) Community Development Block Grant funds are used in rural communities to construct senior centers.

Furthermore, the Commission will develop and deliver recommendations to the Arizona Mature Workforce Initiative, which was launched in 2005 and is designed to raise visibility, awareness, appreciation of and employment opportunities for mature workers, while addressing projected labor force shortages ([www.AzMatureWorkers.com](http://www.AzMatureWorkers.com))

The Commission will develop and deliver recommendations to the Governor's Office on Aging on marketing and outreach plans to businesses, nonprofits, Arizona Department of Education, Arizona Board of Regents and other state agencies that will include: 1) AmeriCorps (including

Encore Service Programs, the transferability of education awards for adults age 55 and older) and National Service will be recommended as an important and cost-effective strategy in support of Aging 2020; and 2) Leveraging United We Serve as a meaningful way to maintain the engagement of Arizona's older adults.

The Commission will include in the development and delivery of their recommendations AmeriCorps/Encore Programs engaging age 55 and older in: 1) Early childhood, family literacy and afterschool programs; 2) Respite service for caregivers of older adults; and 3) transitions for older adults age 55 or older to purposeful work in post career lives.

The Commission will recommend to Arizona's education, service and volunteerism community the opportunity for civic engagement, multigenerational activities, and AmeriCorps (including Encore Service Programs, the transferability of education awards for adults age 55 and older) as a useful strategy to address important community problems, including: 1) Early childhood education and care, family literacy, and after school programs; 2) Respite services for adults age 55 or older and caregivers; and c) transitions for older adults age 55 or older to purposeful work in their post-career lives.